

Investment Office “From-To” Vision

<u>FROM</u>	<u>TO</u>
All risks not transparent and understood	All risks understood and managed
Lack of common systems, processes and analytics	Clear target operating model – strong operational data, governance, systems, and controls
Tactical, asset class-based approaches to building strengths and competencies	Clear sense of our strengths and competencies we want to develop
Bottom up approach to value creation	Integrated strategies for value creation that blend cross-asset class approaches
Inconsistent culture and employee experience	Consistent delivery of our unique value proposition to employees
Long-term, static allocation framework	More dynamic framework, responsive to market conditions
Inadequate reporting systems and data for effective cost management	Better expense tracking and reporting systems, and improved cost management

Roadmap Strategic Initiatives

- Achieve Investment Performance targets
- Establish new Capital Allocation framework
- Strengthen Risk Management
- Strengthen Organization Systems and Controls
- Improve Cost Effectiveness
- Enhance Talent Management